

FACTORS AFFECTING KNOWLEDGE MANAGEMENT AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE WITH HUMAN CAPITAL AS A MEDIATOR

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ABSTRACT

In the era of globalization and increasingly fierce competition, companies need to be able to manage and utilize the knowledge possessed by their employees effectively, This type of research is descriptive quantitative. the population is employees with the staff/supervisor level of Korean Multinational Company in Indonesia, totaling 80 employees. While the sample taken in this study were employees with the staff/supervisor level at Multinational companies from South Korea in Indonesia, namely 80 people. The sampling method in this study was nonprobability sampling, with the data collection instrument using a questionnaire. Data analysis in this study used the Partial Least Square (PLS) approach, namely Structural Equation Modeling (SEM). With the results that leadership has no influence on knowledge management, leadership has an influence on organizational performance, organizational culture has an influence on knowledge management, organizational culture has an influence on organizational performance, organizational structure has an influence on knowledge management, organizational structure has an influence on organizational performance, knowledge management has no influence on organizational performance, knowledge management has an influence on human capital, Human Capital is not able to mediate the influence of knowledge management on organizational performance. So it is recommended for companies to be able to provide more training or insight related to the importance of the role of knowledge management, so that employees can truly apply and implement knowledge management in their daily work.

KEYWORDS Human Resource Management, Knowledge Management, Organizational Performance, Human Capital



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INTRODUCTION

In the era of globalization and increasingly fierce competition, companies need to be able to effectively manage and utilize the knowledge possessed by their employees. Knowledge management involves the process of collecting, storing, managing, and distributing knowledge throughout the organization so that it can be used to improve company performance and innovation. The importance of quality human capital cannot be ignored either. Human capital refers to the knowledge, skills, experience, and abilities of employees in contributing to organizational goals. Employees who have strong human capital tend to be better able to optimize the use of knowledge and create added value for the company. Previous research has shown a positive relationship between knowledge management, human capital, and firm performance. For example, companies that implement good knowledge management practices tend to have a higher competitive advantage and achieve better financial performance. In addition, employees who have skills and knowledge relevant to their jobs tend to be more productive and innovative.

Companies in the current era of globalization are required to be able to adapt to an environment with relatively rapid changes that are uncontrollable and face increasingly competitive competition. So that in order to win the competition in business competition, the company must have a competitive advantage. Competitive advantage is when a company can do something that rival companies cannot do or has something that rival companies want, then it can represent a competitive advantage (Silaswara et al., 2021).

According to (Andreas Budihardjo, 2017), knowledge management plays an important role in the success of an organization. Knowledge management involves identifying, collecting, organizing, storing, and disseminating knowledge within the organization. In the era of globalization and intense business competition, having an effective knowledge advantage can give organizations a competitive advantage.

In the era of globalization and increasingly fierce business competition, organizations are faced with demands to manage knowledge effectively. Knowledge is a valuable asset that can provide a competitive advantage for an organization. Knowledge management is a systematic approach to identify, collect, organize, store, and distribute knowledge within the organization. By optimizing knowledge management, organizations can increase innovation, reduce redundancy, increase efficiency, and improve their performance (Rezaei et al., 2021).

Human capital is a term used to describe the collection of knowledge, skills, competencies, and experiences possessed by individuals or groups within an organization or society. Human capital is a valuable asset that can affect productivity, innovation, and overall organizational performance. Human capital consists of the knowledge possessed by individuals, either acquired through formal education or work experience. In addition, human capital also includes technical skills, interpersonal skills, critical thinking abilities, as well as attitudes, values, and motivations owned by individuals referring to the knowledge, skills, competencies, and capabilities of individuals in the organization. Factors such as employee training and development, job satisfaction, motivation, and organizational learning culture can affect human capital. Therefore, in this study, human capital is considered as a

mediating variable that affects the relationship between knowledge management and organizational performance (Notoatmodjo, 2012).

However, efforts to implement effective knowledge management in an organization can involve various complex factors. Research conducted by (Abubakar et al., 2019), has identified factors that influence knowledge management, such as organizational culture, information technology, leadership, organizational structure, and employee motivation.

Although there are several previous studies that have identified factors that influence knowledge management and its relationship with organizational performance, rarely have they examined the mediating role of human capital in this relationship. as well as leadership factors, organizational culture and organizational structure, which in some studies have an influence on the application of knowledge management and in some other studies do not have an influence on the application of knowledge management. From the above conditions we can conduct further research to answer the inconsistent results in previous studies. and on this occasion we will conduct research on Korean multinational companies in Indonesia which culturally have significant differences.

This research has the aim of analyzing factors such as knowledge management and human capital interact and contribute to organizational performance. The study by (Idris et al., 2015), found that an organizational culture that supports learning and knowledge sharing has a significant positive impact on knowledge management.

In addition, they found that high-quality human capital plays a mediator role between knowledge management and organizational performance. Research by (Kaldeen & Sabraz Nawaz, 2020), they also found that quality human capital, such as high technical skills, has a significant positive impact on the relationship between knowledge management and organizational performance. Meanwhile, research conducted by (Darmawan et al., 2023), shows different results, because human capital has no impact on knowledge management and organizational performance.

The study by (Son et al., 2020) found that transformational leadership plays an important role in influencing knowledge management. They also found that high-quality human capital, including high motivation and job satisfaction, mediates the relationship between knowledge management and organizational performance. Research by (Lam et al., 2021), showed that flexible and collaborative organizational structures are positively related to knowledge management. In addition, they found that high-quality human capital plays a mediating role between knowledge management and organizational performance. The study by (Beltrán-Martín & Bou-Llusar, 2018), found that high employee motivation, including the desire to learn and share knowledge, has a significant positive impact on knowledge management. They also found that high-quality human capital, such as employee competencies, mediates the relationship between knowledge management and organizational performance.

Based on the results of previous studies that provide different results, this study will reassess the factors that influence knowledge management, and its effect on organizational performance and the role of human capital as a mediator.

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especially in the academic field, so the purpose of this study is to analyze the factors that influence user satisfaction of academic information systems.

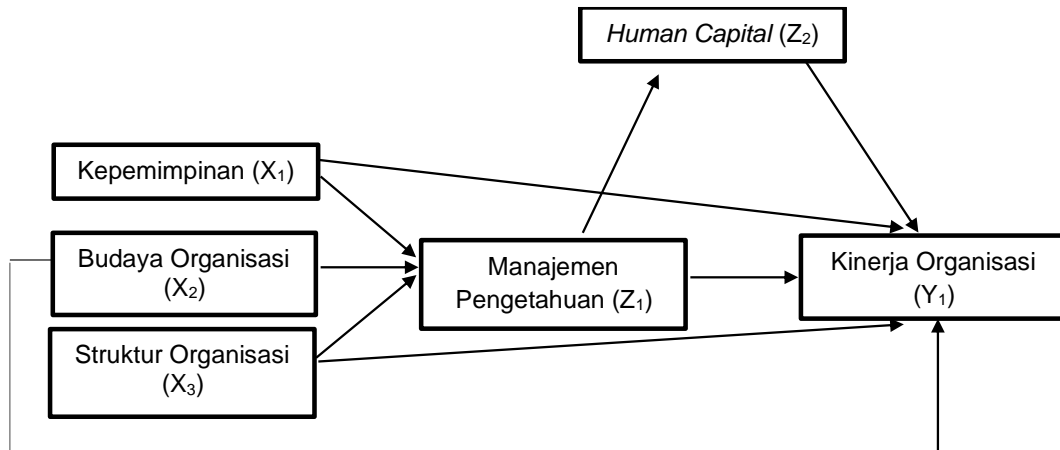


Figure 1. Model of the research framework

Based on the research model, the following hypothesis is stated:

- H1: Leadership factors have a significant effect on Knowledge Management.
- H2: Leadership factors have a significant effect on Organizational Performance.
- H3: Cultural factors have a significant effect on Knowledge Management.
- H4: Cultural factors have a significant effect on Organizational Performance.
- H5: Structure Factors have a significant effect on Knowledge Management.
- H6: Structure Factors have a significant effect on Organizational Performance.
- H7: Knowledge Management has a significant effect on organizational performance.
- H8: Knowledge management has a significant effect on human capital.
- H9: Human capital mediates the relationship between knowledge management and organizational performance.

RESEARCH METHOD

The type of research used in this study is causal quantitative research. Quantitative research is a research method that is full of nuances of numbers in data collection techniques in the field.(Djollong, 2014).

The population is employees with staff/supervisor level at Korean multinational company in Indonesia, totaling 80 employees. While sampling in this study is nonprobability sampling, namely elements in the population do not have the same opportunity to be selected as samples with purposive sampling techniques. In this technique the researcher chooses a purposive sample or subjectively aimed sample. The selection of this "purposeful sample" is carried out because it is possible that the researcher has understood that the information needed can be obtained from a certain target group that is able to provide the desired information because they do have such information. Therefore, the sample in this study is the whole population. The variables and research indicators used are shown in the following table:

Variable	Indicator
Leadership	Influence of Inspiration Vision Strategy Effective Communication Empowerment Delegation
Organizational Culture	Organization Values Ethical Norms Collaboration Learning
Organizational Structure	Division of Labor Hierarchy Coordination Flexibility Empowerment
Knowledge Management	Creation of New Knowledge Knowledge Accessibility Knowledge Sharing Knowledge Usage Organizational Learning
Human Capital	Education and Qualifications Technical Skills Work Experience Creativity and Innovation Leadership and Collaboration Skills

The data collection technique used in this study is to use a questionnaire in the form of a google form to collect data distributed via social media whatsapp. In seeing the relationship between the independent and dependent variables, the partial least square (PLS) test was conducted. In this study, data analysis used Smart PLS 3.2.8 statistical application software.

RESULT AND DISCUSSION

Descriptive Analysis

Based on descriptive analysis of the characteristics of respondents, there are more male gender with 68 respondents with a percentage of 85%, while female gender respondents are 12 respondents with a percentage of 15%. In this study, most respondents were over 40 years old with 29 respondents with a percentage of 36.25%. then between the ages of 26-30 years as many as 27 respondents 33.75%, 31-35 years old as many as 10 respondents 12.5%, then between the ages of 20-25 years with 8 respondents 10% and the rest are respondents aged between 36-40 years, namely 6 respondents 7.5%. In this study, it was also dominated by respondents with supervisory positions with 56 respondents with a percentage of 70%, while the remaining 24 respondents with a percentage of 30% were employees with staff positions. For the latest education data, the largest number of respondents were

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Bachelor graduates, namely 47 respondents 58.75%, then high school graduates as many as 23 respondents 28.75%, and the rest were respondents with Diploma and Postgraduate graduates with a total of 5 respondents 6.25% each. As for the length of service data, the largest number of respondents was with a tenure of less than 5 years, namely 42 respondents 52.5%, then a tenure of over 25 years as many as 22 respondents 27.5%, a tenure of 6-15 years as many as 10 respondents 12.5%, and the rest were respondents who had a tenure between 16-25 years, namely 6 respondents 7.5%.,

Statistical description of research variables

Based on the information in the table above, it can be defined that the leadership (X_1) variable has an average of 4.363 which shows that the respondents answered agree to the questions given. The organizational culture (X_2) variable has an average of 4.337 which shows that the respondent answers agree to the questions given. The organizational structure (X_3) variable has an average of 4.037 which shows that the respondent answers agree to the questions given. The knowledge management (Z_1) variable has an average of 4.107 which shows that the respondents answered agree to the questions given. The human capital (Z_2) variable has an average of 4.275 which shows that the respondents answered agree to the questions given. The organizational performance (Y) variable has an average of 4.393 which shows that respondents answered agree to the questions given.

Variable	N	Average	Median	Minimum	Maximum	Standard Deviation
Leadership	80	4,363	4	1	5	0,781
Organizational Culture	80	4,337	4	1	5	0,76575
Organizational Structure	80	4,037	4	1	5	0,874
Knowledge Management	80	4,107	4	1	5	0,8908
Human capital	80	4,275	4	1	5	0,6902
Organizational Performance	80	4,393	4	1	5	0,7196

Source: SmartPLS 3 Data Processing Results (2023)

The validity test using SmartPLS 3.0 is seen from the result value for outer loading and loading factor, said to be valid if it has a coefficient above 0.7. Based on the test results that have been carried out, it is confirmed that all indicators meet the validity test requirements. Likewise with the reliability test results, the composite reliability coefficient value and Cronbach alpha exceed 0.7, meaning that the data presented can be said to be reliable.

Testing the structural model with the bootstrapping method in smartplsm produces two statistics, namely in Figure 2 which shows the value of the path coefficient and Figure 3 shows the significance value.

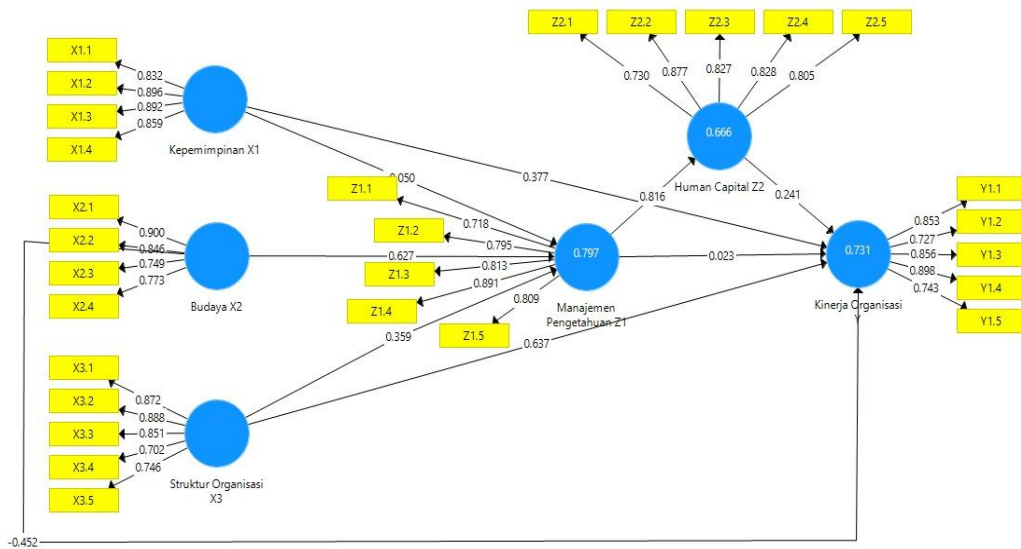


Figure 2. Path Coefficient

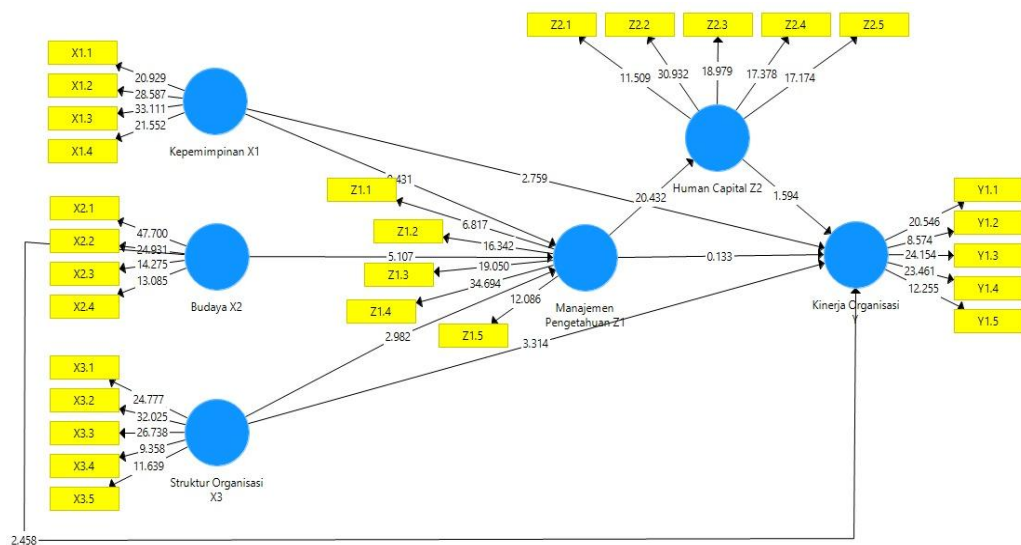


Figure 3. Significant T Statistic

Based on the test results above, testing the first hypothesis of the effect of leadership on knowledge management obtained a coefficient value of -0.050 and a t-statistic of 0.430. from these results it is stated that the t-statistic is not significant. Because the t-statistic <1.96 of 0.43 with p values> 0.05 of 0.334. The second hypothesis of the direct effect of leadership variables on organizational performance obtained a coefficient value of 0.377 and a t-statistic of 2,672. from these results it Factors Affecting Knowledge Management and Its Effect on Organizational Performance with Human Capital As A Mediator

is stated that the t-statistic is significant. Because the t-statistic > 1.96 is 2.67 with p values <0.05 of 0.004. The third hypothesis of the effect of organizational culture variables on knowledge management obtained a coefficient value of 0.627 and a t-statistic of 4.885. from these results it is stated that the t-statistic is significant. Because the t-statistic > 1.96 is 4.855 with p values <0.05 of 0.000. The fourth hypothesis of the direct effect of cultural variables on organizational performance obtained a coefficient value of 0.452 and a t-statistic of 2,506. from these results it is stated that the t-statistic is significant. Because the t-statistic > 1.96 is 2.50 with p values <0.05 of 0.006. The fifth hypothesis that the effect of organizational structure variables on knowledge management obtained a coefficient value of 0.359 and a t-statistic of 3.001. from these results it is stated that the t-statistic is significant. Because the t-statistic > 1.96 is 3.01 with p values <0.05 of 0.001. The sixth hypothesis of the direct effect of organizational structure variables on organizational performance obtained a coefficient value of 0.637 and a t-statistic of 3.294. from these results it is stated that the t-statistic is significant. Because the t-statistic > 1.96 is 3.29 with p values <0.05 of 0.000. The seventh hypothesis of the effect of knowledge management variables on organizational performance obtained a coefficient value of 0.023 and a t-statistic of 0.132. from these results it is stated that the t-statistic is not significant. Because the t-statistic <1.96 of 0.13 with p values > 0.05 of 0.448. The eighth hypothesis of the effect of knowledge management variables on human capital obtained a coefficient value of 0.816 and a t-statistic of 21.606. from these results it is stated that the t-statistic is not significant. Because the t-statistic > 1.96 is 21.60 with p values <0.05 of 0.000. The ninth hypothesis of the direct effect of knowledge management variables on organizational performance obtained a coefficient value of 0.197 and a t-statistic of 0.1463. from these results it is stated that the t-statistic is not significant. Because the t-statistic <1.96 of 0.14 with p values > 0.05 of 0.072.

Based on the results of data processing using the SmartPLS version 3.0 program, it can be seen that leadership has no effect on knowledge management. With the insignificant influence between leadership and knowledge management in this study, it shows that currently leadership has no effect on the implementation of knowledge management in the Korean multinational company. This is because the company's knowledge management implementation has not been evenly documented in each section, which has an impact on the role of managers (leaders) in implementing knowledge management in each section. Therefore, leaders must socialize and motivate their subordinates to cultivate or carry out knowledge sharing or other programs to support the implementation of knowledge management properly. These results are also in line with previous research journals from (Yawmillisa et al., 2018) in his research entitled "The Effect of Leadership, Employee Training and Knowledge Sharing on the implementation of Knowledge Management in improving employee performance in the Human Resource department of PT. Vale Indonesia TBK." which concluded that leadership has an insignificant influence on the implementation of Knowledge Management.

Based on the results of the analysis shows that the influence between leadership on organizational performance is significant. With a significant relationship between leadership and organizational performance in this study, it shows that the diverse characters, experiences and leadership styles of the leaders in the Korean multinational company are also able to create diversity in the ability to solve and understand a problem appropriately so that subordinates feel their leaders are always present when needed to provide the advice needed to solve a problem. The managers in each section are also able to convey the Vision, Mission and targets of the Company to employees with the level below, so that employees are able to clearly understand the Vision, Mission and targets of the Company. This is also supported by the Company's management with the establishment of one of the Key Performance Indicator (KPI) of each section manager, namely Man Power Productivity. These results are also in line with previous research journals from (Shafiu et al., 2019) in his research entitled "The Impact of Leadership on Organizational Performance". concluded that leadership has a significant influence on organizational performance.

Based on the results of the analysis, the influence between Organizational Culture on Knowledge Management is significant. With a significant relationship between organizational culture and knowledge management in this study, it shows that the existing organizational culture in Korean multinational companies already supports the implementation of Knowledge Management within the Company. An example is the application of an open communication culture where every employee in any position can express their opinions and be able to provide input to related sections. These results are also in line with previous research journals from (Darmawan et al., 2023) in his research entitled "Knowledge Management Factors and Its Impact on Organizational Performance". which concluded that "Eight factors directly affect the implementation of Knowledge Management: organizational structure, culture, leadership, human resource practices, human behavior, trust, technology, and strategy, which can improve organizational performance".

Based on the results of the analysis, it shows that the influence between Organizational Culture on Organizational Performance is significant. With a significant influence between organizational culture and organizational performance in this study, it shows that Company is able to develop organizational culture in an effective way so as to increase the productivity and quality of work of the organization. A positive culture that is in accordance with the goals and values of the organization can have a positive impact on various aspects of organizational performance. Such as involving employees in their work. Employees who feel engaged have higher performance levels, are more productive, and are more likely to contribute to the success of the organization. These results are also in line with previous research journals from (Pereira et al., 2020) in his research entitled "Effect of organizational culture on organizational performance". which concluded that

companies that are able to take advantage of the application of existing organizational culture can have an effect on improving organizational performance.

Based on the results of the analysis, it shows that the influence between Organizational Structure on Knowledge Management is significant. With a significant influence between organizational structure and knowledge management in this study, it shows that an organizational structure that is flexible, open, and supports effective communication, good coordination, and easy knowledge exchange in these Korean multinational companies, can improve the application of knowledge management that is currently implemented, (Darmawan et al., 2023) in his research entitled "Knowledge Management Factors and Its Impact on Organizational Performance". which concluded that "Eight factors directly affect the implementation of Knowledge Management: organizational structure, culture, leadership, human resource practices, human behavior, trust, technology, and strategy, which can improve organizational performance".

Based on the results of the analysis, it shows that the influence between Organizational Structure on Organizational Performance is significant. With a significant influence between organizational structure and organizational performance in this study, it shows that the separation of duties, authorities, and responsibilities in multinational companies from Korea, which includes the division of labor, hierarchy, and communication flows that regulate the relationship between employees, can increase the level of opportunity for employees to participate in discussions and speed in making the right decisions to support the development of organizational performance. These results are also in line with previous research journals from (Dwi Lestari & Juwana, 2021) in his research entitled "The effect of organizational structure, competency and innovation on firm performance in the era of industry 4.0". which concluded that improving the organizational structure can have a positive influence on employee competence.

Based on the results of the analysis, it shows that the influence between Knowledge Management on Organizational Performance is not significant. With the insignificant influence between knowledge management and organizational performance in this study, it shows that the application of knowledge management in Korean multinational companies, both the process of grouping knowledge as a source and ensuring that the knowledge possessed by employees and those in the company has not been used effectively to improve performance and achieve organizational goals. Currently in the company there is a platform called Knowledge Management System (KMS) where the platform is in the form of a system which contains information related to knowledge management which is grouped into several categories such as Video Learning, Audio Learning, Repository and Problem Solving. This platform is currently not used effectively or has not been well socialized to employees as a medium for channeling and utilizing knowledge management. These results are also in line with previous research journals from (Henao-García et al., 2020) in his research entitled "Direct effects of knowledge management practices on organizational performance". which concluded that "The main

findings of this study lie in constructs involving learning practices. The results show that the construct does not affect company performance in general; that is, the construct does not affect financial or non-financial performance. On the other hand, the results show that knowledge and feedback systems positively affect firm performance in two dimensions: financial and non-financial".

Based on the results of the analysis, it shows that the influence between Knowledge Management on Human Capital is significant. With a significant influence between knowledge management and organizational performance in this study, it shows that the application of knowledge management in Korean multinational companies can contribute positively to the development, utilization, and improvement of employee human capital. Through the knowledge management system, employees can share their knowledge, views, and experiences with coworkers. This helps overcome communication barriers and facilitates the creative exchange of ideas. By sharing knowledge, employees can learn from each other and gain greater insight. Currently in the company there is a platform called Knowledge Management System (KMS) where the platform is in the form of a system which contains information related to knowledge management which is grouped into several categories such as Video Learning, Audio Learning, Repository and Problem Solving. With the KMS platform, employees have access to the collective knowledge and experience available in the knowledge management system, employees can solve problems in a more effective way. They can learn from past experiences and avoid repeating mistakes. By managing organizational knowledge properly and effectively, knowledge management can help develop human capital, and improve employee performance, resulting in a more adaptive and competitive organization. These results are also in line with previous research journals from (Rezaei et al., 2021) in his research entitled "Factors Affecting Knowledge Management and Its Effect on Organizational Performance: Mediating the Role of Human Capital". which concluded that knowledge management affects the development of human capital.

Based on the results of the analysis, it shows that the effect between Human Capital on Organizational Performance is insignificant. With the relationship between human capital that does not mediate the effect of knowledge management on organizational performance in this study, it shows that, when human capital is not able to mediate the effect of knowledge management on organizational performance in multinational companies from Korea, because there are several other factors or mechanisms that are more dominant in explaining the relationship between knowledge management and organizational performance. the reason that might explain why human capital does not become a mediator in the influence between these variables is due to the involvement of leaders where leadership support and involvement in the implementation and promotion of knowledge management can have a great influence on organizational performance. If the role of leadership is stronger

than the impact of human capital in translating knowledge management into performance, then human capital may not be a dominant mediator.

CONCLUSION

The results of hypothesis testing resulted in the following conclusions: (1) Leadership proved to have no effect on Knowledge Management; (2) Leadership proved to have a positive effect on Organizational Performance; (3) Organizational Culture proved to have a positive effect on Knowledge Management (4) Organizational Culture proved to have a positive effect on Organizational Performance (5) Organizational Structure proved to have a positive effect on Knowledge Management; (6) Organizational Structure proved to have a positive effect on Organizational Performance; (7) Knowledge Management has no effect on Organizational Performance; (8) Knowledge Management proved to have a positive effect on Organizational Performance; (9) Human Capital proved unable to mediate the influence of Knowledge Management on Organizational Performance.

In this study it is also evident that human capital is not able to mediate the effect of knowledge management on organizational performance, due to several other factors or mechanisms that are more dominant in explaining the relationship between knowledge management and organizational performance. The reason that might explain why human capital does not mediate the influence between these variables is due to the involvement of leaders where leadership support and involvement in the implementation and promotion of knowledge management can have a great influence on organizational performance.

Based on the results of the study, suggestions can be made. First, this study shows that leadership has no effect on knowledge management. In this study, researchers want to provide suggestions so that the role of leaders in Korean multinational companies is able to support the implementation of knowledge management in the organization. This can be done by giving obligations to leaders which will later become a target in the Key Productivity Indicator (KPI) for each leader to socialize and implement the application of knowledge management in the team or section in charge. Then it can be measured by the amount of knowledge that can be documented and used by employees in the section. Second, management has no influence on organizational performance.

This provides advice to the Company for the implementation of knowledge management, both the process of grouping knowledge as a source and ensuring that the knowledge possessed by employees and owned must be well documented, one of which is by creating a system where each employee is able to document the knowledge that is felt to be able to provide benefits for both themselves and the organization in relation to solving work-related problems and the Company can also provide diverse access to information related to these documentation needs. Third, in this study it is also proven that human capital is not able to mediate the effect of knowledge management on organizational performance in the company, because human capital refers to the value generated by employees through their skills, knowledge, experience, and ability to contribute to organizational goals. It is recommended for companies to be able to provide more training or insight related to

the importance of the role of knowledge management, so that employees can truly apply and implement knowledge management in their daily work.

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